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Building on Success Cohort Learning Session 2: **Sustaining In Uncertain Times**

September 17, 2020

Welcome



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Welcome: Sustaining In Uncertain Times Cohort Learning Session

- Updates HFPG
- Tonight's Session
- Using Zoom



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Building on Success Cohort Learning Session 2: Sustaining In Uncertain Times

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September 17, 2020

Agenda Overview

1. Welcome
2. Agenda Overview
3. Adapt and Sustain – A Framework for Planning
4. Group Exercise – IISC Strategic Moment Framework
5. Strategies To Adapt
7. Resources, Upcoming Cohort Learning Sessions, & Wrap-Up

How We Will Work Together

Norms	Outcomes
<p data-bbox="208 601 813 646">How we will work together</p> <ul data-bbox="208 715 877 1160" style="list-style-type: none"><li data-bbox="208 715 722 761">• Begin and end on time<li data-bbox="208 772 691 818">• Attend every meeting<li data-bbox="208 829 498 875">• Share ideas<li data-bbox="208 886 556 932">• Active listening<li data-bbox="208 943 877 989">• Collaboration (among groups)<li data-bbox="208 1001 683 1100">• Be vulnerable, share weaknesses<li data-bbox="208 1112 542 1158">• Confidentiality	<p data-bbox="969 601 1663 704">Tangible results your organization hopes to achieve</p> <ul data-bbox="969 772 1692 1275" style="list-style-type: none"><li data-bbox="969 772 1450 818">• Draft a strategic plan<li data-bbox="969 829 1257 875">• Fundraising<li data-bbox="969 886 1441 932">• Tools for onboarding<li data-bbox="969 943 1692 1100">• Staff: when to hire, how to sustain, admin costs for staff vs. for programs<li data-bbox="969 1112 1673 1158">• Scaling up a small organization<li data-bbox="969 1169 1663 1275">• Learn how to manage a board, run productive meetings

**How is your organization
adapting?**



Sustaining in Uncertain Times

- What are we sustaining?
- How do you plan for the future when the future is uncertain?
 - **Leadership:** Bold, proactive, empathetic, imperfect/vulnerable, adaptable
 - **Focus:** What matters most? Urgent vs. Important
 - **Planning:**
 - Iterative and adaptive
 - Scenario,
 - Strategic (ref. IISC)

Strategic Moments Framework

IISC's Strategic Moments Framework

Context
Why is this important?
What else is going on?

Stakeholders
Who are the stakeholders?
What is important to them?



1 where are we now?

3 how do we get from here to there?

2 where do we want to be?

Small Group Discussions

- Working in small group breakouts, participants will review and discuss the Strategic Moments framework as a tool for continuous planning.
- Have individuals think about and respond to “Context”, and Questions 1 and 2.
- Additional prompt questions to support discussion:
 - What unknowns are weighing on you most (internal, external)?
 - What timeframe should we focus on? What will have the biggest impact and require the quickest decisions?
 - What might be potential immediate next steps for your organization?
- Summarize themes and key takeaways and identify a spokesperson to report back in the full group.

Large Group Debrief

- What themes did your group come up with for “where do we want to be?”
- Did your group generate new ideas or strategies and if so, what were they?

Strategies To Adapt

The slide features a decorative purple shape in the top-left corner and a thick green horizontal bar below the title. The background is white.

Strategic Moments Framework

1. Where are we now?
2. Where do we want to be?
3. How do we get from here to there?

Capacity Building

- BOS program includes focus on sustainability
- Capacity building helps us manage as circumstances change
- We learn to adapt – often in unexpected ways

Stepping Up

Ramping up your services

- Do you provide essential services?
 - Assisting the unemployed, homeless, or ill
 - Providing educational support services
 - Working with youth in need
 - Offering mental health support services
- Are you more in demand than ever before?
- How can you be available and accessible?

Hunkering Down

Working longer, harder, with less support

- Your board, staff, volunteers work harder than ever
- Your resources have diminished
- You've found new ways to operate
- You consider new sources of revenue
- You consider new services to meet emerging needs

Re-trenching

Reimagining the future

- Can we manage with less?
- Are there new ways to work?
- Are there partners to consider?
- Is our mission the central focus of our planning?

Resources, Next Session and Wrap-Up



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Additional Resources

Scenario Planning

- <https://blog.boardsource.org/blog/scenario-planning-rapid-planning-in-a-time-of-rapid-change>

Covid-19 General Resources

Hartford Foundation for Public Giving

- <https://www.hfpg.org/covid-19-response/covid-19-response-for-nonprofits/covid-19-resources>

Probono Partnership

- <https://www.probonopartner.org/covid-19-resources/>



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Closure / Next Steps

- Please complete the online feedback survey
- Next Sessions:
 - Thursday, October 22, 2020: *Board Governance*
 - Thursday, November 19, 2020: *Building an Inclusive Board*
- Check the weblink for session materials





Thank You !